Advocate Aurora Health is one of the 12 largest not-for-profit, integrated health systems in the United States and a leading employer in the Midwest with more than 75,000 team members, including more than 22,000 nurses and the region’s largest employed medical staff and home health organization. A national leader in clinical innovation, health outcomes, consumer experience and value-based care, the system serves nearly 3 million patients annually in Illinois and Wisconsin across more than 500 sites of care. As an Advocate Aurora Health hospital, we recognize our role in addressing concerns about the accessibility and affordability of health care in Ozaukee County. Further, we acknowledge that we are accountable to our patients and communities, and that our initiatives to support our communities must fit our role as a not-for-profit community hospital.

The strategies presented here are the result of our process for assessing community health needs, obtaining input from community members and public health representatives, prioritizing needs and consulting with our hospital staff and physician partners.

Our full Ozaukee County Community Health Needs Assessment Report is available here: www.aurora.org/commbenefits.
Our Implementation Strategy is organized into three main priorities:

<table>
<thead>
<tr>
<th>Category</th>
<th>Community Benefit Core Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority #1</td>
<td><strong>Access and Coverage</strong>  &lt;br&gt; <em>Increase access for persons in our community with disproportionate unmet health needs. In this section we outline our approach to link our community’s most vulnerable residents with medical care.</em></td>
</tr>
<tr>
<td>Priority #2</td>
<td><strong>Behavioral Health</strong>  &lt;br&gt; <em>In this priority we outline our approach to addressing behavioral health needs, a top finding in our needs assessment.</em></td>
</tr>
<tr>
<td>Priority #3</td>
<td><strong>Social Determinants of Health</strong>  &lt;br&gt; <em>In alignment with the Advocate Aurora Health Community Strategy, this section describes our approach to addressing social determinants of health, the structural elements and conditions of our communities that influence the health of residents.</em></td>
</tr>
</tbody>
</table>

In addition to alignment with community benefit principles, our strategies illustrate the coordination between population health activities within our hospital or clinic walls and outreach activities designed to target the broader community.

**Principal community health improvement tool: Community Partnerships**

For any community health concern, it is widely recognized that a diverse team of engaged community partners is essential for implementing strategic community health improvement initiatives that make a difference. Therefore, we acknowledge the need to be a good community partner. Our strategies strongly reinforce our role as a partner for community capacity-building to address unmet community health needs.

These strategies do not constitute the entirety of the community benefits our hospital provides each year. An annual account of our community benefits can be found by visiting [www.aurora.org/commbenefits](http://www.aurora.org/commbenefits).
Priority No. 1:
Access, a signature community benefit focus for Advocate Aurora Health

Target population
Uninsured residents of Ozaukee County

Principal partner
- Aurora Medical Group (AMG)
- Aurora Healing and Advocacy Services (AHAS)

Community partner
Advocates of Ozaukee
Since 1980, Advocates of Ozaukee has been providing services for those who may be experiencing domestic or sexual violence, including a 24-hour crisis line, temporary housing and food, advocacy and counseling, community education services, arrangement for education of school-age children, emergency transport to shelter, and referral and follow-up services. (www.advocatesfoozaukee.com)

Impact goal
Increase access to care

Current findings
In 2019, 8% of Ozaukee County respondents had an unmet medical need in the past 12 months, 18% delayed medical care due to cost, and 10% delayed filling a prescription due to cost. Access to health care was a ranked as a top issue by key stakeholders (Source #3).

Our strategy
For our patients
- Provide appropriate follow-up with non-emergent patients using our emergency department (ED) for primary care
  - Past impact: 126 non-emergent ED patients without a primary care physician saw an AHC provider within 28 days in 2019
- Actively screen patients for coverage through the Marketplace or financial assistance programs and assist with application processes
- Provide discounted transportation for elderly and underserved patients using our facilities
  - Past impact: $2,560.55 in discounted transportation for elderly and underserved patients using our facilities was provided in 2018 and 2019

MEASURES:
- Number of non-emergent ED visits without a primary care physician; seen by an AMG primary care provider within 28 days
- Dollar value of transportation vouchers provided

For our community
- In partnership with Advocates of Ozaukee and other local partners, support new community resource navigator position
- NEW: Provide Advanced Directives class in partnership with the ADRC

MEASURES:
- Process milestones of Advocates of Ozaukee collaboration and resource navigator position
- Number of Advanced Directives classes provided; attendees
Priority No. 2:  
Behavioral Health, a signature community benefit focus for Advocate Aurora Health

Current findings
Mental health and alcohol and other drug use (behavioral health) ranked among the top five health issues for Ozaukee County. In 2019, 21% of Ozaukee County adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder). Additionally, 40% of Ozaukee County residents reported binge drinking in the past month (Source #1). The rate of opioid-related hospital discharges was 398.8 per 10,000 population in 2017, lower than Wisconsin rate of 475.4 per 10,000 population (Source #2).

Our strategy
For our patients
• Provide ABHS referrals through tele-intake services in our ED and through inpatient tele-psychiatry consultations
• Provide ABHS behavioral health team member to provide assessments in both our ED and inpatient sites

MEASURES:
• Number of individuals screened and referred

For our community
• Partner with local schools and agencies to provide education on behavioral health and resources available within the community
  - Past impact: 25 Linking Efforts Against Drugs (LEAD) and 20 Champion programs provided at local schools to raise awareness on making healthy choices and alternatives to using drugs and alcohol in 2018 and 2019
• Support community mental health coalitions in development and implementation of strategies to educate residents on mental health resources and reduce stigma within Ozaukee County
• NEW: Provide support to the Ozaukee County Substance Use Task Force through representation on the committee and development of the strategic action plan. Mission: Maintain the highest quality of life through the elimination of substance misuse; achieved by community partnerships focused on prevention, policy, education, law enforcement and treatment.

MEASURES:
• Process milestones for work with local schools and agencies
• Process milestones related to local mental health coalition work
• Process milestones for Substance Abuse Task Force
Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – community safety

Current findings
Threats to an individual's safety can take many forms. In 2018, the total number of injury emergency department (ED) visits among Ozaukee County adults aged 65 years and older was 1,345, which is a rate of 7,751.3 per 100,000, higher than the state rate of 6,711.3 per 100,000.\(^1\) Of the ED visits by Ozaukee County adults aged 65 years and older, 863 resulted from falls.\(^2\)

Wisconsin Assembly Bill 259 requires that youth who may have sustained concussion or head injury during an athletic activity may not continue participating in the activity until he or she is assessed by a health care provider who has been trained in the evaluation and management of concussion and head injuries. The law is designed to ensure the safety and well-being of our active youth.\(^3\)

Our strategy

For our patients
NEW: Consistent with Aurora’s system-wide Forensic Nursing and AHAS programs, provide:
• 24/7 trauma-informed and victim-sensitive services by our specially trained Sexual Assault Nurse Examiners (SANEs), including examination, STI and HIV prophylactic medications, forensic evidence collection and SDFI\(^\text{TM}\)-TeleMedicine forensic photodocumentation system based on the Federal Rules of Evidence
• Referrals as appropriate to medical, clinical, counseling and advocacy services

MEASURES:
• Number of individuals served and referrals provided
For our community

• Support the Stepping On program in partnership with the ADRC by providing guest lectures on Rehab and Pharmacy for two sessions. Stepping On is a high-level, evidence-based program proven to reduce falls and build confidence in older people, and is open free of charge to the community
  – Past impact: 62 individuals participated in Stepping On injury-prevention program in 2018 and 2019

• Provide the Bundled Hospital Elder Life Program (HELP), pairing inpatient older adults with specialty-trained volunteers to keep them awake and active during the day, decreasing their risk for developing delirium during their hospital stay

• Partner with area school systems to offer free pre-season baseline concussion screenings
  – Past impact: 224 baseline concussion screenings provided in 2018 and 2019

• Partner with AMG staff for a consistent approach to post-concussion injury management
  – Past impact: 83 student athletes treated for a concussion in 2018 and 2019

• Provide licensed athletic trainer and physician support for athletic events
  – Past impact: 883 athletic events supported in 2018 and 2019

• Provide community emergency response training including CPR, First Aid and Stop the Bleed, a national awareness campaign intended to cultivate grassroots efforts that encourage bystanders to become trained, equipped, and empowered to help in a bleeding emergency before professional help arrives
  – Past impact: 88 Heartsaver continuing education hours provided, 56 CPR classes provided with 553 attendees, 17 First Aid classes provided with 159 attendees, 17 Stop the Bleed classes provided with 445 attendees in 2018 and 2019

• Provide EMS/EMD (dispatch) continuing education hours allowing early access to care
  – Past impact: 771 EMS continuing education hours provided in 2018 and 2019

MEASURES, number of:

• Stepping On sessions provided; attendees
• Number of individuals served; referrals provided
• Baseline concussion screenings
• Number of athletic training visits
• Athletic events supported
• Individuals trained
• EMS continuing education hours

Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – workforce development

**Current findings**
A steady job in favorable working conditions means more than just a paycheck. Employment can also mean a link to health insurance benefits for a family, the ability to pay for childcare services or education, and the opportunity to purchase healthy, nutritious food. Unemployment, on the other hand, can lead to negative health outcomes such as a decline in one’s ability to access care for themselves or their family members, development of depression or other behavioral health issues, or an inability to pay for basic living expenses. Employment can also affect health if one’s working conditions are unsafe or if wages are not at a level that sustains one’s living expenses. In 2017, the average unemployment rate in Ozaukee County was 3.0%, similar to the Wisconsin average of 3.1% (Source #2).

Efforts to continue to recruit, train and retain providers who are able to address the special needs of the Ozaukee County population are necessary to increase the number of providers available to community members. According to the 2020 County Health Rankings, Ozaukee County had 700 residents to every 1 primary care physician, which is better than the Wisconsin average of 1,270 residents to every 1 primary care physician (Source #2).

**Our strategy**

**For our community**
- Provide volunteer opportunities to students with cognitive and physical disabilities
  - Past impact: 46 volunteer opportunities provided to students with cognitive and physical disabilities in 2018 and 2019
- NEW: Provide $1,000 scholarships on behalf of the Medical Staff of Aurora Medical Center – Grafton to local high school student seeking advanced studies in health care
- NEW: Collaborate with Project Lead the Way to provide tours; serve on advisory committee
- NEW: Through the NAVIGATE program, provide current team members in entry-level or middle-skilled positions (CNAs, food services, transporters, environmental services, etc.) with soft-skills workshops, mentorship, and career coaching and development designed to help them advance into higher-level positions
- NEW: Facilities Maintenance Technician Registered Apprenticeship position. This full-time paid, benefit eligible position equip participants with both on-the-job training and instruction through MATC, resulting in a technical diploma

**MEASURES:**
- Number of volunteer opportunities provided
- Dollar value of scholarships provided
- Process milestones of Proejct Lead the Way collaboration
- Number of team members participating in NAVIGATE; advancement outcomes
- Number of facilities apprentices; number of individuals completing apprentice

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Priority No. 3: Alignment with Community Strategy focus on social determinants of health – food security

Current findings

Food insecurity is defined as the disruption of food intake or eating patterns due to lack of resources. Food insecurity, long-term or temporary, may be influenced by several factors including income, employment, neighborhood conditions, transportation, race/ethnicity and disability. Adults and children who are experiencing food insecurity may be at an increased risk for a variety of negative health outcomes and health disparities, including obesity. In 2019, 4% of respondents reported their household went hungry because they were unable to afford enough food in the past year and only 35% reported they ate the recommended amount of fruit servings and vegetable servings on an average day. Additionally, 62% of Ozaukee County residents are overweight (Source #1).

Our strategy

For our community

• 2023 Update: Aurora Grafton is no longer participating in the Harvest of the Month program, and will instead continuing exploring ways to expand food pantry partnerships, described below
• NEW: Collaborate with local food pantries to deliver meal security programming to Ozaukee County youth and families in need of nutrition in the summer months
• NEW: Participate in the INVEST Obesity Prevention Committee, which aims to reduce the burden of chronic disease in Ozaukee County by collaborating on the development and implementation of effective nutrition and physical activity strategies
  - 2022 Update: The INVEST Obesity Prevention Committee has ended, per the local health department

MEASURES:

• Food pantry collaboration milestones